

# EVALUATION SUMMARY



## Bureau Of Educational And Cultural Affairs Office Of Policy And Evaluation

### Productivity Enhancement Program

*The purpose of the evaluation was to assess the degree to which the Productivity Enhancement Program (PEP) has been successful in increasing productivity in the Russian domestic manufacturing and services economy by providing Russian managers with specific management skills, technical training, and access to global standard practices.*

### **Key Findings**

- **Domestic Manufacturing, Marketing, and Services**
  - 74 % of alumni surveyed expanded the variety of products and services offered
  - 71 % changed the products or services offered in response to customer comments
  - 59 % increased the number of hours spent on improving customer relations and service
  - 53 % expanded the use of computer technology in their firms
- **Management and Technical Training**
  - 77 % of alumni surveyed improved their ability to develop new ideas into marketable products
  - 76 % improved their ability to negotiate and conclude contracts
  - 74 % improved their ability to evaluate potential competitors
  - 51 % encouraged employees to participate in decision making
- **Developing Networks**
  - 70 % of alumni surveyed utilized business contacts made with other Russian participants in their programs since their return
  - 66 % maintained contact with American host families

**Project Information:** Lehmann Surveys and Research conducted the evaluation from May 1998 through October 1999. Data collection took place in Russia between June and November of 1998 using both in-depth interviews and focus group discussions. Hour-long face-to-face interviews in Russian were conducted with 445 PEP alumni who had participated in the program since its inception and the spring of 1998 (a 93 % response rate). Fifty alumni from Voronezh, Volgograd, and Yekaterinburg participated in six focus groups immediately following the onset of the economic crisis in 1998.

**Program Information:** [The Productivity Enhancement Program](#), based on the Marshall Plan's 'Productivity Tours', brings competitively selected Russian managers of small and medium enterprises to the United States to take part in industry specific delegation training for 3-4 weeks. The goal of the program is to improve Russian domestic manufacturing and services and to stimulate decentralized business connections (e.g. for raw materials access and distribution routes between Russian cities) by providing Russian managers with specific management and technical training and access to world standard business practices. From 1996 to 2000, more than 1,500 managers have participated in the program.

**Contact Information:** For more information regarding this evaluation, or to request a copy of the 77-page report, please contact the Office of Policy and Evaluation at (202) 619-5307, by email at [evaluations@pd.state.gov](mailto:evaluations@pd.state.gov), or by mail at State Annex 44, Room 357, 301 4<sup>th</sup> Street, SW, Washington, DC 20547.